

**BILL CARR****Deputy Under Secretary for Military Personnel Policy**

Mr. Bill Carr is assigned to the Office of the Secretary of Defense, serving as the Deputy Under Secretary ([Military Personnel Policy](#)) since August 2002. He oversees recruiting, retention, compensation, and related human resource management for the 1.4 million active duty military members of the U.S. Armed Services.

A graduate of the United States Military Academy, Mr. Carr holds a Master of Science in Systems Management from the University of Southern California, and has completed postgraduate work (Senior Officials in National Security) at the Kennedy School of Government, Harvard University.



Mr. Carr's 20-year military career was performed in the field of military personnel management, including service as Chief of Enlisted Management for Army forces in Korea; he also served with the U.S. Army Military Personnel Center as enlisted strength and readiness manager for the Pacific -- Korea, Panama, Hawaii -- and as officer accession manager for Department of the Army. Mr. Carr worked with Armed Forces recruiting as commander of the Defense activity managing recruit-eligibility screening for Hawaii and the Pacific region.

While assigned to the Office of the Secretary of Defense, Mr. Carr authored the Secretary's 1990 report to Congress defining the Department's goals and strategies for accomplishing then-forthcoming military manpower reductions, along with the legislation needed to execute those reductions. He also led the Department's review of aviator management, and authored the report to Congress outlining program deficiencies and legislation -- subsequently enacted -- to address pressing pilot shortages. Mr. Carr also authored the Department's comprehensive review of Armed Forces Quality of Life -- compensation, housing, and support -- culminating in Defense reprogramming (\$2.7 billion; six years) to accomplish the reforms outlined in that review.

Accomplishments include award of the Defense Superior Service Medal, Presidential Rank Award and the Defense Civilian Career Service Award.